

**BUSINESS MANAGEMENT PROGRAMS – CHAPTER LEVEL
2016 CHAPTER EDUCATION PROGRAMS**

5 Key Secrets of Successful Communicators – Michael Geraghty

Great communicators are smart communicators. They have learned how to get what they want from any discussion, while leaving others feeling positive, engaged and impressed. The ability to communicate effectively with other people is one of the most important skills throughout careers and in life. This full day intensive and interactive workshop is based on best practices in the psychology of how we communicate with other people.

Achieving Greater Project Success and Profitability through Pre-Construction Planning – Awad Hanna, Ph.D.

A recent study for the New Horizons Foundation showed increased profit margins and projects success by following a comprehensive formal pre-construction planning process. This seminar will assist SMACNA Contractors in developing a formal pre-construction planning process that extends through the three project stages: bidding, pre-construction and project execution. The seminar will include principles for successful implementation of pre-construction planning. Contractors will be presented with a comprehensive set of preconstruction activities that can be tailored to fit all project sizes and risks. Best pre-construction planning practices currently utilized by the nation's top SMACNA contractors will be presented as well.

Advanced Sheet Metal Estimating – Kevin Dougherty

Estimators will learn to look at estimating as a process from job inception to job completion. Topics to be covered include: customer types, the pre-bid qualification process, what foreman and superintendents say about the best estimators, contracts, various project options, how to protect your company's interest, internal communication, job kick-off meetings, scheduling and general conditions, traps and snares and opportunities. Attendees will also participate in a case study. (Note: Chapters can combine the *Advanced Sheet Metal Estimating* program with the *SMACNA Reference Manual for Labor Units* to make an interesting application into how to use the new reference manual for labor units).

NEW Program for 2016 – Become a High Performance Business – Bob Langdon
Part I: From Hello to Sold

If you believe that price competition is increasing in the sheet metal industry then this program is a must for you. In this program, Bob Langdon will show you simple techniques to identify your most profitable customers and proven methods to help you generate more business from them. You'll learn how to differentiate your product and service in the marketplace, thus enabling you to achieve a higher gross margin, while increasing sales and profitability immediately and for years to come.

Part II: Three Routes to Increased Profitability

The economy is improving and now it's time to profit from the recovery. How best to accomplish this goal is the question. Increasing sales is certainly important. What about enhancing gross margins and continuing to control expenses? In this program, Bob Langdon will explore three ways to increase profitability in your sheet metal business and how to accomplish all three simultaneously. You'll learn how to calculate breakeven for your business, thus assisting you in achieving your profit goals. After attending this program, you'll return to your business more competitive than ever with Bob's proven methods.

This is a half day program with Parts I & II.

Critical Elements for Growing Design and Construction Firms for 2020 –

DeWayne Ables

2015 - 2016 is likely to be the best time, within an 8-10 year span, to invest in the growth of your company. The market in the US is surfacing many opportunities and a much higher project volume; some of which was pent-up, some newly created. Many private sector owners are capitalized creating a more competitive advantage for firms who can connect with buyers beyond experience, portfolio and price. In this workshop participants will learn:

1. Why 2015-2016 may be the best time to invest in growth
2. The top challenges facing design and construction firms
3. 10 critical elements for growth
4. How well your organization is currently performing in each of the 10 areas

Effective Negotiating – Michael Geraghty

Great negotiators know exactly what they want and exactly how to get it. Their communication during negotiations is crisp, clear and concise. When difficulties arise during negotiations, they have the ability to make the necessary adjustments to achieve winning solutions. In this full day seminar, participants will gain a greater understanding of the psychology of negotiation and develop powerful skills to ensure success.

Key Performance Indicators – The Keys to Project Financial Management –

Michael McLin

Effective financial management expertise at the top of your operation is expected. However, it is common knowledge that effective financial management at the project management level is critical to your firm's financial success. Learn how to identify the key indicators that monitor project performance and allow you to drive responsibility to the project level, affecting the greatest positive change. Discover how to automate processes throughout different levels of your organization so that the correct information is reaching the right staff levels in a timely manner. Learning Outcomes: 1) Review key performance metrics that create actionable information; 2) Discuss data collection and metric automation methods; and 3) Understand deployment options.

Managing the Lifblood of Contracting ~ Cash Flow – Michael McLin

Cash flow is one of the most important issues facing contractors today. Having survived the downturn, companies are faced with starting new projects, hiring staff, and investing in assets to support the business. More companies go bankrupt due to cash-flow issues than due to profitability. Session attendees will learn the importance of cash management practices, increasing profits with billings and collections, tools and techniques that optimize cash flow and the process standardization to maximize cash flow in this half day program.

Managing the Lifblood of Contracting ~ Cash Flow AND Cracking The 'WIP' –

Michael McLin

Tired of project managers who do not have a clear handle on how their projects are performing financially? We find many contractors struggle with how to build a robust cost project process that provides for consistency and predictability. Profit fade at 90% complete is no longer an option in today's credit market. Banks and bonding companies are demanding contractors develop and implement robust cost controls. And, contrary to popular belief, there is only one way to set up a cost control system that allows you to consistently understand how your projects are performing. This half day *Cracking the 'WIP'* program combined with the half day *Managing the Lifblood of Contracting-Cash Flow* program will have you explore a range of tools and techniques, from simple to complex, that allow firms to manage and control cash flow.

Mentoring and Coaching Practices: Developing the Next Generation – (A New Horizons Foundation Project) - Jake Appelman

This 4-6 hour program will cover the reasons for and benefits of developing mentoring and coaching programs. Jake Appelman will describe the various mentoring and coaching approaches, including formal and information programs, group approaches, cadre coaching and other approaches used within the industry. Results of the research on the process for identifying candidates, matching candidates with mentors/coaches, frequency of contact and other key components of the process will be presented.

Project Tracking to Improve Labor Productivity – Awad Hanna, Ph.D.

To successfully manage a project, sheet metal contractors need to know when and where the job manhours are deviating. Earned Value Analysis (EVA) is one of the most powerful tools in the sheet metal contractor's toolkit. This seminar presents the fundamentals of EVA and how it can be used to develop manpower loading charts, how to track and measure percent complete, how to predict the job outcomes when the job is just 20% complete and how to compare your performance to industry benchmarks. The seminar will also present a comprehensive job tracking system based on tracking project manhours. A simplified and yet accurate job tracking system for small and medium size mechanical contractors will also be shown in this seminar. This seminar will show real-life examples of good jobs and bad jobs, and will show how you can analyze and detect "Early Warning Signs", and the appropriate course of action when the project is in trouble.

Selling and Marketing Construction Products and Services – Kevin Dougherty

Improve your ability to sell your services and products direct to owners, facility managers, owner reps, and others with a "real" vested interest in what you offer. This seminar will teach you to sell the value of your company rather than defend the cost of your work. The program emphasizes professional sales and market strategies that you can put to immediate use to avoid the price shopping rat race.